



**State of New Jersey**  
DEPARTMENT OF MILITARY AND VETERANS AFFAIRS  
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*Major General*  
*The Adjutant General*

**TAG MEMORANDUM 9-10**

**30 November 2010**

**MEMORANDUM FOR:** See Distribution

**SUBJECT:** Property Accountability Campaign Plan

1. **References**

- a. DA EXORD 259-10, 22 July 2010
- b. NGB Campaign on Property Accountability Implementing Instructions, 2 August 2010.
- c. AR 735-5, Policies and Procedures for Property Accountability, 28 February 2005

2. **Background.** The New Jersey Army National Guard has experienced unprecedented levels in fielding of new and modern equipment. Furthermore, the increased OPTEMPO resulting from constant deployments and re-deployments of our Soldiers and units have placed a heavy strain on our abilities to care and account for individual and organizational equipment.

3. **Issue** The increased OPTEMPO brought on by the emergence of our organization from a strategic reserve force to an operational force coupled with the transformation from the legacy force to the modular force, resulted in the degradation of good supply discipline and property accountability as evidenced by the increase in lost, damaged or destroyed equipment.

4. **Purpose** Implement a Property Accountability Campaign Plan that re-enforces and re-establishes good property accountability business practices across all elements of the New Jersey Army National Guard. Property accountability requires command emphasis from every command level as well as organizational commitment from all stakeholders. In essence, we need to know with precision what we have and where the items are located.

5. **Applicability** This policy is applicable to all NJARNG units. This Policy Letter is directive in nature; in case of conflicts, Army Regulations and/or policies and directives from higher headquarters will take precedence.

6. **The Adjutant General's Intent** Ensure compliance with property accountability policies and procedures resulting in TOTAL **visibility** and **accountability** of individual and organizational equipment/property.

7. **Mitigating Strategy/Concept**

a. **Command Emphasis** The efficient accountability of property requires the personal involvement of all leaders especially from those leaders in command positions. Command emphasis at all levels – Major Subordinate Command (MSC) Commander all the way down to the Company Commander – is essential. Effective leadership is required to maintain property accountability and comply with established supply discipline policies and Army Supply Regulations. Commanders have a command-inherent obligation to ensure supply accountability and to enforce fiscal responsibility. The unit commander must establish the appropriate administrative, operational and logistical conditions that promote solid and uncompromised property accountability fundamentals.

b. **Command Supply Discipline Program (CSDP)** The CSDP is a command responsibility. The G4, in his capacity of senior logistician, will spearhead and implement an aggressive State CSDP that leverages existing internal and external resources. The State CSDP will incorporate the principles of Army inspections. As a result, the State Organizational Inspection Program (OIP) will be the key enabler of the CSDP. Consequentially, each MSC Commander will design and implement an MSC CSDP for its subordinate elements. The State and MSC CSDP will address the following:

(1) Responsibility of commanders and supervisory personnel to instill supply discipline in their operations.

(2) Guidance for evaluating supply discipline.

(3) Feedback through command and technical channels for improving supply policy and for improving procedures to monitor supply discipline.

(4) Follow-up to ensure supply discipline is maintained.

c. **Inventories/Property Accountability** All property belonging to, arriving in or departing from the unit **must** be accounted and safeguarded. Inventories are mandatory instruments used to assist commanders in their duties maintaining accurate accountability of property and sustaining supply discipline. Inventories assist commanders in preserving supply discipline by capturing and correcting discrepancies early resulting in accurate accountability. The key inventories commanders need to conduct in order to maintain supply discipline are: change of command, annual/cyclic, and sensitive items. Required inventories **shall** be conducted within the prescribed time-frames.

d. **Leverage Property Book Officer (PBO) Assets.** Managing inventory is the main responsibility of a PBO. The PBO is responsible for managing the equipment of their designated units or elements with property books. The PBO's take inventories and manage receipts. They are also responsible for keeping track of lateral equipment transfers from other NJ units. The PBO **must** solve problems experienced by any unit for which they are responsible. PBOs must play an advisory role and provide advice to unit commanders on how to most efficiently make use of unit resources. The G4 will review current PBO practices and standard operating procedures and make any necessary operational and organizational changes that are required to leverage PBO resources.

e. **Excess Management** Excess, obsolete and unserviceable equipment must be identified and turned in to the USPFO-NJ using the S-STOPS Program. This equipment, if left unchecked, places unnecessary burdens on storage costs, valuable space and maintenance costs. Each MSC will develop an "Excess Management Plan" that will identify excess equipment at each armory or installation. The Property Management Branch (PMB) of the USP&FO-NJ will act as the central manager for all identified excess equipment.

f. **Training/Mentorship** All property accountability stakeholders (from MSC Commander to Company-level Supply Sergeant) must be armed with the essential skills, tools and knowledge to successfully achieve and sustain effective supply discipline within their respective organizations. They must become familiar with applicable supply management and property accountability requirements. Commanders will teach, emphasize and reinforce supply discipline training at all times. The following requirements will be met:

(1) **MOS Efficiency** All supply/logistics personnel must be fully MOS Qualified. The use of schools such as the National Guard Professional Education Center (NGPEC) will be leveraged to provide additional skills to our supply/logistics Soldiers.

(2) **Sustainment Training** Our supply/logistics personnel will be provided continued refresher retraining. This training must be done at the unit level. The G4 will also conduct periodic centralized training events during scheduled meetings, conferences and seminars. The focus will be on updating our Soldiers on new policies, programs, requirements as well as developing and changing tactics, techniques and procedures (TTP) as they relate to supply management. We need to provide our Soldiers a forum to share best practices and review lessons learned.

(3) **Leader Development** It is imperative that our leaders have a clear understanding of the fundamentals of property accountability. As a result, MSC Commanders will ensure that their subordinate units include supply accountability as a primary topic of their respective Officer Professional Development (OPD) and Non-Commissioned Officer Professional Development (NCOPD). OPD and NCOPD will increase leadership focus on property

accountability and will compensate for the relative inexperience of junior leaders. Furthermore, the Commander of the 254<sup>th</sup> Regiment will include "Fundamentals of Property Accountability" as a topic of the Junior Leader Development Course.

g. **Establishment of Logistical Assistance Team (LAT)**. The G4 will establish and employ Logistical Assistance Teams (LAT). These teams, comprised of experienced logistics personnel from across all NJARNG elements will assist units in the continued improvement of their logistics/supply management posture. Although the LAT does not relieve the unit commander of his/her inherent responsibility to meet regulatory standards, the LAT will assist the commander in rectifying issues pertaining to logistics.

8. **Coordinating Instructions.**

a. MSC Commanders.

(1) Establish a CSDP for subordinate elements. Ensure subordinate commanders receive feedback on evaluation of their supply discipline performance. Take immediate action towards improving and correcting noted deficiencies and weaknesses. Provide copy of CSDP ATTN: G4 15 December 2010.

(2) Establish a detailed written policy that stresses the criticality of property accountability. The policy memorandum must make property accountability a high priority interest item within the command. Provide copy of Property Accountability Policy ATTN: G4 NLT 15 December 2010.

(3) Ensure deficiencies from the May 2010 Command Logistics Review Team (CLRT) have been corrected. The State OIP/CSDP will re-inspect CLRT areas that require improvement.

(4) Schedule OPD and NCOPD as specified in Paragraph 7 of this memorandum.

(5) Initiate Financial Liability Investigations of Property Loss (FLIPL) and make the FLIPL an effective deterrent to property loss. Ensure FLIPLs are completed within the prescribed 240 day period after discovery of loss.

(6) Develop methods to recognize individual(s) and organizations for outstanding logistics /supply management performance.

(7) Leverage all available resources to enhance individual, collective and unit property accountability posture.

(8) Mentor leaders in their roles and responsibilities to enforce good supply discipline with their units.

(9) Ensure MSC and Battalion-level commanders sign a statement acknowledging responsibility for 100 percent of the property within their respective commands. This is required NLT 15 January 2011. Sample statement to be published by the G4/DOL.

(10) Excellent or poor property management and /accountability will be noted in OERs / NCOERs

b. G4/Director of Logistics.

(1) Continue to serve as The Adjutant General's monitor of this campaign. Provide the required guidance and assistance to commanders to ensure effective supply management principles and standards are achieved and sustained.

(2) Publishes State CSDP. Provide commanders with feedback on evaluation on their supply discipline performance.

(3) Establish Logistics Assistance Teams. Employ these teams as needed by the commanders.

(4) Establish Supply Excellence Awards Program.

(5) Conduct training, as necessary, for supply/logistics personnel during monthly/quarterly meetings, conferences or other events.

(6) Continue to partner with the USPFO/G8. Ensure that the G4/USPFO partnership facilitates and enhances property accountability and fiscal responsibility across all elements of the NJARNG.

(7) Secure commanders' statements acknowledging responsibility for 100 percent of the property within their respective commands. Retain these documents at State DCSLOG level for auditing purposes.

9. **USPFO Responsibility.** Title 32 USC 708 (b) states "Each property and fiscal officer (USPFO) shall receipt and account for all funds and property of the United States in the possession of the National Guard for which he/she is property and fiscal officer and make returns and reports concerning that property and funds required by the secretary concerned." CNGB Charter page 2, paragraph (6) and 10 USC 10503 further defines this law signed by the Secretary of the Army and Secretary of the Air Force. The charter makes it clear that the CNGB, through the USPFO, is responsible for supervising the acquisition, supply, and accountability of Federal property issued to the National Guard of the state. In keeping with these statutory responsibilities the USPFO-NJ will:

a. Ensure the Property Management Branch (PMB) provides centralized management for all identified excess equipment. Provide assistance to ensure excess equipment is turned into DRMO.

b. Leverage internal and external audit and staff capabilities to ensure unit compliance.

c. Continue to partner with the G4. Ensure that the G4/USPFO partnership facilitates and enhances property accountability and fiscal responsibility across all elements of the NJARNG – our Soldiers will reap the benefits.

10. **Reporting Requirements.** Utilize the attached report format (Annex A) to prepare a quarterly report due to the G4 ATTN: Supply Management Specialist (1LT Urgiles) NLT 20 December 2011, 20 March 2011 and 20 June 2011. The G4 will submit consolidated report to NGB as per NGB Campaign on Property Accountability Implementing Instructions. The USPFO-NJ will validate the report prior to submission to NGB.

(G4/DOL)



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